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M I N U T E S

OF THE

MEETING OF THE EXECUTIVE COMMITTEE

OF THE

WORLD COUNCIL OF CHURCHES

3 - 4 and 10 July 1991

Meeting held in

Geneva, Switzerland

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WORLD COUNCIL OF CHURCHES

EXECUTIVE COMMITTEE MEETING

Geneva, Switzerland
3 - 4 and 10 July 1991

OPENING ACTIONS

A. Introduction

This first full meeting of the newly elected Executive Committee was held in conjunction with the Advisory Group on Programme appointed by the Central Committee in Canberra. The Executive met for two days prior to the Advisory Group, then as part of the Advisory Group from 5 - 9 July, and again on 10 July for a final session.

B. Worship

Worship during the period 3-10 July took place in the Chapel of the Ecumenical Centre; the liturgies were prepared and led each morning by one of the Presidents.

C. Call to order and welcome by Moderator

The Moderator called the meeting to order at 9.00 hrs on Wednesday 3 July 1991.

After welcoming members of the Executive Committee to this first full meeting, the Moderator reported on his two visits to Geneva in the period following Canberra. In his address to staff in March, he had mentioned a number of points which he saw as important for all who are related to the Council. He stressed in particular that unity must remain the Council's first priority and the churches must be constantly reminded of the centrality of the search for visible unity for their life and witness.

Our fellowship as the World Council of Churches is sustained and built up by the active participation of the member churches in its life and work. The churches constitute the Council, and we are here to serve them, to face the realities and problems of the world together, as well as to share their common struggle for vision and unity. The churches are called to manifest in a more concrete way their involvement in the Council's work and their commitment to the goals of the ecumenical movement.

The Executive Committee, together with the Advisory Group, had the crucial task of translating the proposals coming from Canberra into programmes, which would be submitted to the Central Committee in September for approval. The Moderator expressed his belief that under the guidance of the Triune God, and in close consultation with the member churches, we would go forward with renewed commitment and vision towards the visible unity of the church.

D. Roll call

To facilitate the process of getting to know each other, the General Secretary called the roll and invited members to introduce themselves by saying a few words about their background and their ecumenical experience.

E. Adoption of Agenda and Timetable

The General Secretary presented the proposed agenda and timetable which were agreed.

F. Minutes of previous meetings

The minutes of the meeting of the outgoing Executive Committee held in Canberra, Australia on 4-6 February 1991 were presented for approval.

The General Secretary drew attention to a correction to be made on pages 3 and 14 with regard to China: there is reference to the fact that the four member churches in China "withdrew" their membership from the WCC. This was not in fact the case, and the revised text should read: "allowed their membership in the WCC to lapse". These churches no longer exist separately but are merged in the China Christian Council, which was received into membership of the WCC in Canberra.

Mr Briggs, a member of the outoing Executive Committee, proposed that, with this correction, the minutes be confirmed. This was agreed.

The Minutes of the brief meeting of this Executive Committee held in Canberra on Thursday 21 February 1991 were circulated. At a later session they were confirmed.

2. REPORT OF THE GENERAL SECRETARY

The General Secretary explained that his reports to the Executive Committee were intended to highlight some of the ongoing work of the Council, rather than providing any substantive list of all activities. Written activity reports from each of the sub-units were available for reference.

Much staff attention had been taken up by the aftermath of the Canberra assembly and in attempting to respond to the request to prepare for the work of the Executive and Advisory Group meetings.

There are many different interpretations of the Assembly as a whole and a variety of critical comments have been received on the actual running of it. Some of the problems raised will need careful consideration with a view to finding better ways of planning future assemblies. An opportunity for a full evaluation will be given during the Central Committee in September.

The churches are still looking at the theological consequences of the assembly, and have in general received the Canberra material with a more critical and analytical approach than in the past.

Ongoing programmatic activities include preparations for the Faith and Order World Conference to take place in August 1993, for the Ecumenical Global Gathering of Youth and Students (EGGYS), to take place probably in April 1993, and for the events around the halfway point of the Decade of the Churches in Solidarity with Women.

After discussion with the Officers, a task force has been set up on the issue of violence against women, both in secular society and in the life of the churches, to develop guidelines for participation in conferences and meetings.

Several sub-units are concerned with assuring the strong participation of the churches in the UN Conference on Environment and Development (UNCED). Material from Section 1 at Canberra is providing a useful source of background information.

A new challenge for PCR is that of the Dalit community in India, where between 200-300 million people are discriminated against due to the caste system. The potential for the churches working together on this issue is tremendous.

The Council needs to pay more attention to the differently abled, and to respond to their claim for recognition and participation.

A paper on Jewish/Christian relations is being prepared by the Dialogue sub-unit, following the criticism by Jewish groups about our lack of recognition of the suffering and self-restraint of Israel during the Gulf war.

Various situations are being carefully monitored, especially Ethiopia. Teams recently visited Armenia and Albania, and reports would be available during the course of the meeting.

Recent meetings include a seminar on Human Rights in constitutional law in South Africa organised by PCR and the UN Centre for Human Rights. This brought together representatives of different sectors in South Africa, and though there were problems to start with, the different groups came to a better understanding between each other.

Another issue occupying several sub-units are the 1992 events around the 500th anniversary of the arrival of Columbus in America which is seen by those in Latin America as the beginning of their colonisation, while for Europe 1992 is a kairos moment with the coming into being of the Single European Act.

The General Secretary invited Dr Tsetsis to report on the joint WCC/CEC (Conference of European Churches) visit to Armenia in June.

Dr Tsetsis explained that they went to learn more about the situation in Ngorno-Karabagh and to suggest ways in which the WCC and CEC can give assistance to the Armenian Apostolic Church in its pastoral ministry and in finding ways for the churches to help put an end to the violence.

The team was graciously received by His Holiness Vasken I, and also met with the President of Armenia and members of the cabinet. They visited the northern area and saw some of the reconstruction process following the 1988 earthquake, which has been enabled through full ecumenical involvement.

The Ministry of Religious Affairs is allowing the churches freedom to carry on their pastoral ministry. However, there is a good deal of concern because of the uncontrolled entry into the country of a number of sects and para-religious groups.

The recommendations of the team were taken up under Public Issues.

The Moderator expressed appreciation to the General Secretary for his report which provided helpful background for the members of the Committee.

In response to a question about possible reaction on the part of the Aboriginal community in Australia following the assembly, Mr Scott (PCR) responded that no direct response had been received but it was clear from reports to the Australian coordinating committee that they had appreciated the links made with them at Canberra.

Ms Best reported that Canadian indigenous people experienced the assembly as a very significant event, especially because of the opportunity it provided for direct contacts with the Aboriginal people of Australia. Mr Pityana (PCR director) added that the Australian churches had given a mixed reception to the work of the Council on Aboriginal issues, some being critical and others supportive.

Responding to a question by Dr Kaessmann, Mr van Drimmelen (CCPD) said CCPD was continuing its work on the preparation of a statement on economic life. There had been a careful process of regional consultations, and a first draft of the paper would be considered by the Advisory Group on Economic Matters prior to being shared - initially for comments - with the Central Committee.

Bishop Zacharias asked for more background on the work being done by PCR with the Dalit community. Mr Pityana spoke of the need for a coherent process to be developed, including wide-ranging consultations with Dalit groups and leaders, with church representatives, and with Dalit groups outside the reach of the Christian groups. It is hoped to have a consultation of Dalit groups in India in 1992.

Ms Best referred to the unfortunate incident that occurred in Canberra, and informed the Executive Committee that the person involved and her church were appreciative of the help given by the WCC. She drew attention to the issue of attitudes towards women and the cultural expectations of what constitutes harassment. She felt that women should be encouraged to report such incidents,

where in the past they kept silent. This should be seen as an issue of society, not simply as a women's issue. In North America it has been a major subject for discussion in many denominations, and she urged that the WCC take steps to set a clear policy.

Ms Santana asked about the General Secretary's projected visit to South Africa. Dr Castro responded that this would be the first official WCC visit since 1960; he would be going in October, with several colleagues, for a programme planned by the South African Council of Churches (SACC) and concluding with a conference with the South African churches.

Dr Tolen spoke about the two major problems faced by Africa - refugees and hunger. He urged that efforts to combat these concentrate on attacking the root causes which he saw as the numerous wars going on in many areas, rather than providing temporary aid. One reason for war is religious (as in Sudan), and a second is the whole issue of ethnic groups and the lack of democracy. He feared that the world was getting tired of being constantly asked to feed the hungry and assist refugees, yet Africa was a continent full of dynamism and potential, in need of encouragement.

Additional information was provided by Dr Gassmann about the Faith and Order World Conference planned for August 1993, the first such meeting since 1963. He explained that it had been approved some years previously but had been postponed due to the proliferation of world meetings in the period between Vancouver and Canberra. The theme will be: "Towards Koinonia in Faith, Life and Witness", with three related sub-themes. In mid-1992 a draft working document will be sent to the churches for comment, and a series of regional consultations is planned to give opportunity for the churches to provide contributions to the deliberations.

Ms Gnanadason (Women in Church and Society) spoke about the initial enthusiasm for the Decade of the Churches in Solidarity with Women but said that it was proving difficult to sustain this interest, with many churches slipping back into old patterns in their attitudes towards women. Many still see it as a 'Women's Decade' rather than as the Churches' Decade; it is urgent that this be corrected and that the churches understand it is for them to take action. Plans for the mid-Decade period focus on involving each church in evaluating whether it has responded adequately to the challenges of the Decade.

The Ecumenical Global Gathering of Youth and Students (EGGYS) is a joint venture of six partner organisations including the WCC Youth Office, with a coordinator based in Geneva. Mr Brock explained that this event was approved by the outgoing Central Committee for 1992 but had been postponed until 1993; it was expected to be in Brazil.

The recent meeting of the Planning Committee affirmed the theme: "Being without a vision the people will perish - we gather for life". The aim of the gathering is to bring before young people and churches an ecumenical vision, and to help break the isolation and conflict being faced by so many.

3. PRELIMINARY REPORT OF THE FINANCE COMMITTEE MODERATOR AND PRESENTATION ON WCC FINANCES

Ms Rantakari expressed appreciation for the opportunity to present some background information on WCC finances at the beginning of this first full meeting of the Executive Committee. She saw it as an indication of the priority given to this concern. In looking at the task of setting programme priorities for the next period, there is nothing that will not have financial implications. It is clear we are in a difficult situation and must put our talents together in preparing a financial recovery programme for the World Council.

She appealed to members of the Executive Committee to commit themselves to be actively part of this cause; all are equipped to make a contribution to the Council's financial recovery. It is for the Executive and the Central Committees to decide how the Council can live within its means in the future. The Finance Sub-committee would offer some concrete proposals but counted on suggestions and support of members, so that specific goals in policy terms can be set and time frames assigned for each step in the financial recovery process. Many elements are already in hand but an action plan is necessary which is easy to communicate and act on by all concerned - member churches, donors, as well as staff.

Rev. Michael Davies, Assistant General Secretary for Finance and Administration, introduced the staff team. Ms Béguin-Austin, director of the Office for Income Coordination and Development (OICD) then presented an audio-visual programme illustrating the financial aspects of the Council's work.

In response to a question, Ms Béguin-Austin said that only a few churches provide a written pledge indicating their contributions to the Council, and some cannot always meet their commitments in full. Even if they match their own local inflation levels, this is not necessarily sufficient to cover any change in the exchange rate with the Swiss franc. Many churches are facing difficult situations at home and cannot give so much to the Council. Although a rule on financial responsibility of membership was adopted by the Central Committee in July 1989, one-third of the member churches do not support the Council financially.

Mr Davies then made some introductory comments regarding the policy issues facing the Council:

In spite of considerable efforts by sub-units to reduce their expenditure by 5% of budget in 1990, there was still a deficit of Sfr 3 million. For 1991, the budget had to be cut by 15%, and further efforts were being made to reduce sub-unit costs. There remains an anticipated shortfall of Sfr 2 1/2 million which will have to be drawn from operating balances.

For 1992 the first draft budget shows a shortfall of Sfr 5 million despite efforts to find ways of reducing personnel - the only way to reduce expenditure to a sufficient degree. In explaining the reasons for these difficulties, he drew attention to the following:

a. In recent years there has been an increasing gap between income and expenditure, concealed partly by drawing from operating balances in the hope that the situation would right itself in time;

b. This does not seem to be the sort of deficit that will right itself - because of inflation, the economic climate, and the fact that many donors are less able to give than before;

c. The budget process and management of the WCC has not been easy to control due to the proliferation of semi-autonomous sub-units, unequal in size; due to strong donor preferences for certain types of operation; and due to the fact that reserves are available for some but not for others;

d. The failure to marry-up income projections prepared by OICD and expenditure budgets prepared by sub-units, with no effective action to counteract the shortfall, has led to this situation.

The Finance Sub-committee and staff had warned the Central and Executive Committees about this for some time but it had not proved possible to make sufficient adjustments. The problem came to a head in 1990 when it was clear there were insufficient resources to meet the costs of the current number of staff. The Officers meeting in November 1990 concluded that the maximum staff level should be 270 and we must reduce to that number as soon as possible.

Then came the dramatic deterioration in exchange rates, the Gulf War, the recession - together these made the difference between a growing problem and a really obvious one. Though not yet a crisis, the Council will face a major financial crisis unless action is taken urgently.

It is for the Executive and Central Committees to take that action, and this was part of the reason for bringing together the Advisory Group. It is also appropriate after an assembly to rethink policies and make changes on programmatic grounds. But this must be seen in the context of the resources available, as was stressed at Canberra by the Programme Policy and Finance Committees. It is essential to work towards an integrated approach to planning, budgeting, programme, personnel and finance - all must be seen as part of a whole. We are challenged to find ways:

1. to determine clear policy priorities for the Council's work in the next three years which will enable us:

   - to see where we are going and have clear goals;
   - to design structures that will serve those priorities;
   - to use available resources in more efficient and more effective ways so that we can communicate a clear sense of direction to our donors;

2. to initiate clearer financial policies, and create an effective budget system and a means of monitoring it;

3. to see a sense of wholeness in the whole operation through team-work and flexibility instead of as a federation of separate units each acting on its own: this means a proper balance must be found between centralisation and decentralisation;

4. to ensure that our structures and the way we manage them is the most effective we can find: there must be more clarity about our decision-making processes, especially in setting priorities;

5. to communicate with member churches and donors in such a way that confidence in the WCC is restored;

6. above all, to have an effective way of determining priorities, both in the governing bodies and within staff.

Mr Davies felt that this was a moment to make a choice: either to continue doing everything as before and add more, but doing things less well because funds and staff are lacking, or to select fewer programmes and activities that are believed to be essential, to concentrate on them and do them well.

Finally, in facing financial difficulties there are two ways forward - to cut expenditure to the level of assured income, and to raise the income which will enable us to do what we believe we are called to do in the Council.

In the discussion which followed these presentations, a number of questions were asked for clarification of particular points. With regard to designated and undesignated funds, Ms Béguin-Austin explained that donors should be encouraged not to designate too specifically because this limits the use that can be made of funds.

Bishop Boseto asked to what extent member churches really commit themselves to WCC programmes; he felt that many programmes were not relevant to those at the 'grass roots' and pointed to the need to identify what the priorities are that reach down to the majority of the people. How can there be more commitment to the ecumenical vision at local congregational level, which is where the reality of the church is to be found?

The Moderator urged that a similar presentation on finances be given to the Central Committee as it had been helpful in providing a better understanding of the situation. Secondly, he felt that a clear financial policy should be brought to the Central Committee for adoption. He asked the Finance Sub-committee to investigate, in consultation with donors, the possibility of exercising some kind of flexibility pertaining to the use of designated funds.

4. PRESENTATION ON STAFFING

The Personnel director, Rev. Carlos Sintado, gave an audio-visual presentation setting out the present situation with regard to staff - the number of arrivals and departures in recent years, geographical and confessional as well as gender balances, and the number of staff in each sub-unit.

He also explained the procedures followed for filling vacancies at both support staff and programme staff levels, the latter process taking sometimes as long as one year. Equal opportunities are given to men and women, with no distinction as to race or sex, while trying to give priority to competence for the respective job and ensuring the best possible geographical balance.

Ms Best asked how there can be an increase in the number of women programme staff in this period when staff are being reduced.

Mr Sintado responded that positive action will need to be undertaken in terms of recruiting women staff. The reduction in staff so far has been achieved by attrition, but not all vacancies can be filled by internal transfer. The strategic deployment of human resources must be done in response to the programme priorities ultimately set by the Central Committee.

The General Secretary said that it will be necessary to review the non-recruitment policy once a decision has been made on the structure question.

Ms Santana asked for more clarity as to whether the reason for the restructuring is because of the financial situation, or whether it is rather a search for a more efficient way of functioning. The Executive Committee must have a clear understanding of the issues so that they are enabled to make wise suggestions and decisions.

Bishop Okullu asked why there had been no mention of meetings and consultations in relation to finances and staffing. Mr Davies explained that staffing costs make up a large percentage of the budget, leaving very little for the programme work including meetings and consultations. The more staff we have, the less funds remain for the programme side of our work.

INTRODUCTION TO SUB-COMMITTEE WORK

The General Secretary outlined the proposed agendas for the work of Sub-committees. He explained the background to some of the items for the benefit of those for whom the issues were new.

Prof. Sabev, Deputy General Secretary, who has responsibility for relationships between the WCC and the Roman Catholic Church, introduced a paper summarising the present situation. He referred to the collaboration that continues to take place between WCC sub-units and the RCC dicasteries, and efforts being made to improve cooperation in the framework of the newly appointed Joint Working Group which will have its first meeting in October.

It is encouraging to see increased cooperation between RC churches and WCC member churches and other partners at local level, though this does not always reach the grass roots level. There remain many obstacles to closer relationships, and it is not always easy to find ways to discuss such problems in a spirit of openness.

The General Secretary referred to the problem of Uniatism affecting many countries of former Eastern Europe. Although the situation is being carefully followed, he said the advice from both the Orthodox and the RCC has been that this was an internal matter to be dealt with among themselves. However, the WCC is coming under increasing pressure to take up the issue. The first rule for ecumenical work must be to help the churches if they so request, but we should not complicate things for them by acting at international level if they do not wish it.

6. PUBLIC ISSUES

Rev. Charles Harper, Acting Director of CCIA, presented proposals for possible action by the Executive Committee in relation to Lebanon and to Ethiopia. Information on a number of other problem areas was shared.

Dr Tolen felt that, in view of the turbulence arising from the democratisation issue in many countries of Africa, a letter of encouragement to the churches of that continent would be appropriate.

A drafting group was appointed to prepare the respective texts: Dr Tolen (convenor), Ms Best, Metropolitan Daniel, Dr Kaessmann and Bishop Okullu.

*

At a session on 10 July, Dr Tolen presented draft texts prepared by the drafting group on Public Issues:

A. Lebanon

In discussing the proposed letter to the churches in Lebanon, the Moderator expressed his concern that, by addressing only the heads of Christian communities, the Council would be seen by the Muslim communities as acting in a one-sided fashion. He therefore proposed, and the Executive Committee agreed, that the letter be addressed to leaders of all religious communities in Lebanon.

The text was agreed as follows:

> Venerable spiritual leaders, dear Brothers,
>
> Greetings of peace.
>
> It is with satisfaction and gratitude to God that we recognise the great progress achieved in the process of peace-making and national reconciliation taking place in Lebanon. Many barriers between communities and regions, material and psychological, have been lifted, and the authority of the Government of Lebanon over large parts of the country has been restored.
>
> We wish to reaffirm the commitment to the preservation of a democratic and pluralist Lebanon where Christian-Muslim co-existence is based on equality and freedom.
>
> We are aware that the political agreement reached at Taef, and which led to reforms adopted in the Lebanese parliament, does constitute the basis of a new national consensus. The implementation of this agreement in its entirety is a major step towards the consolidation of national unity and the restoration of Lebanon's sovereignty.
>
> As representatives of the international ecumenical family, we recall that Lebanon's independence and national integrity cannot be fully recovered unless the UN Security Council Resolution 425 is implemented and that the Lebanese state

exercises full sovereignty over the totality of the national territory.

We appreciate your sustained efforts in the humanitarian field and call upon the worldwide ecumenical family to continue its support to all efforts of reconstruction of the country and the return of displaced persons to their homes. We appeal to all our member churches to urge their governments to cooperate in this important effort.

You may be assured that continuously we will uphold you in our prayers of intercession.

May God Almighty bless your efforts.

Emilio Castro
General Secretary

B. Ethiopia

Dr Tolen presented a draft message of encouragement to member churches in Ethiopia. The text was agreed as follows:

Dear Brothers and Sisters,

During long years the Ethiopian people and your churches have been longing for peace and reconciliation. Now we have followed with great interest and anticipation the recent events in Ethiopia, culminating in the peace talks now coming to a conclusion in Addis Ababa. This meeting, the first of its kind, represents a truly historic event, marking the end of over thirty years of internal war.

The churches and the people of Ethiopia may seize now the opportunity to build a lasting peace based on justice, reconciliation and respect for the rights of all, irrespective of ethnic, national, or religious affiliation. As members of the worldwide ecumenical family we are particularly aware of the challenges involved in building just and tolerant societies. At the same time we are convinced of the important role of religious communities in encouraging the development of such societies.

We wish to reassure you of the full support of the international ecumenical community at this time of opportunity. With you, we pray for a lasting peace and a time of hope within which long-standing issues may be addressed in an atmosphere of trust and reconciliation. The family of churches of the World Council of Churches has accompanied in prayer and solidarity your suffering and your hope.

Yours in Christ,

Archbishop Aram Keshishian
Moderator

Emilio Castro
General Secretary

C. Africa

The following message to member churches in Africa was agreed:

Dear Brothers and Sisters,

The Executive Committee of the World Council of Churches, meeting in Geneva, notes with hope and expectation the many winds of change blowing across the African continent. While it is not possible to predict the future we want to assure you of the support and accompaniment of the member churches of the WCC around the world as, in your own societies, you search for new ways of living together in justice and peace. We know the richness of your spiritual tradition. We know of your love and devotion to your countries and to your continent. We are sure that a new day of hope is in the making in Africa.

It is the intention of the World Council of Churches to give ever greater attention to the processes of change in Africa; to accompany through action and prayer the work of the churches in Africa for greater democracy, justice and human rights.

Our prayers are with you now, as always,

Yours in Christ,

Archbishop Aram Keshishian
Moderator

Emilio Castro
General Secretary

D. Armenia

Dr Tsetsis had reported (see page 4) on the visit of the joint WCC/CEC delegation to Armenia; the conclusions and recommendations of the delegation were also shared with the Executive Committee.

The delegation recommended that the World Council of Churches and the Conference of European Churches:

1. share the report with the churches, urging them to hold up the Armenian people, leaders and churches in prayer and make representations to their own governments with regard to the situation in Nagorno-Karabagh and the bordering areas;

2. share the report with member churches in the Soviet Union, assuring them of ecumenical support during the difficult days which lie before them and their peoples;

3. take urgent steps with the UN Human Rights Commission and its Working Groups on Torture and on Disappearances, with other non-governmental organisations concerned with the protection of human rights, with the appropriate bodies established within the framework of the Conference of European Security and Cooperation, and with other appropriate intergovernmental and non-governmental bodies to ascertain the whereabouts of disappeared persons detained in Azerbaijan and in Karabagh, to establish oversight of conditions in Azerbaijani prisons, and to eliminate the practice of torture;

4. urge the Government of the USSR to take urgent steps to re-establish legal civilian administration in the autonomous region of Nagorno-Karabagh, to assume full responsibility under national and international law for the protection of civilian populations in times of armed conflict, and to establish firm, effective guarantees for the human rights of all citizens;

5. note with satisfaction the recent decision by the Parliament of Armenia to adhere to the International Covenant on Civil and Political Rights, as well as to its Optional Protocol, and encourage its continual application within their borders;

6. explore the possibility of sending a delegation soon to visit Baku and Moscow to broaden the churches' understanding of the full dimensions of the present situation and to press for a peaceful, negotiated solution to the present conflict;

7. continue to provide the churches with information, analysis and guidance regarding further developments related to the Armenian people and their implications for the life and witness of the Armenian churches; and

8. continue helping the Church in the fulfilment of her pastoral and diaconal ministries.

Dr Tolen proposed that these be received, and that the General Secretary be requested to arrange for appropriate action to be taken. This was agreed.

E. Albania

The members of the delegation visiting Albania having meanwhile returned to Geneva, Ms Elizabeth Salter of CCIA staff gave a brief report, noting that a written report would appear in due course. She spoke of the oppression suffered by the people in the 40 year period of their separation from the outside world; churches had been destroyed and vandalised, and religious practice outlawed. As ruined church buildings are being returned and the opportunity to rebuild ecumenical relationships is offered, the people are deeply grateful for renewed fellowship with friends coming from beyond their borders. The economic situation of the country is very bad and much is needed in terms of humanitarian assistance.

Mr Jean Fischer, General Secretary of the Conference of European Churches (CEC), expressed appreciation for the opportunity to work in close cooperation with the WCC in connection with these two ecumenical visitations to Albania and Armenia. He urged the Executive Committee to request the WCC General Secretary to take urgent action on Albania in cooperation with CEC, especially in the area of inter-church aid.

Dr Poser, director of CICARWS, said that an emergency appeal for Albania was to be issued; he also mentioned other ways in which CICARWS would be cooperating with churches elsewhere in Europe to create new links with the Albanian people.

A summary of conclusions by the delegation was shared with the Executive Committee, and the following recommendations noted:

In standing alongside the churches of Albania, the ecumenical delegation recommended that the World Council of Churches and the Conference of European churches:

1. call upon their member churches to manifest their concern for Albanian Christians, both in prayer and in practical ways, as they seek to re-establish their church life, to build community and to act as bearers of hope and reconciliation in their society;
2. request their member churches to help the people of Albania with humanitarian aid at this time of economic crisis, and to support them as they seek to restore justice and the full exercise of human rights in Albania;
3. welcome the willingness of the government of Albania - expressed in the Provisional Constitution - to respect religious freedom and to create the conditions for its practice, thus encouraging the religious communities to play a positive role in their country's future; and furthermore urge the government of Albania to take all necessary steps to ensure that such legal provisions are fully implemented by such moves as the restoration of all property seized by the previous regime and assistance in the reconstruction of such property.

Mr Arnold expressed appreciation for the report, and proposed that a message of greeting on behalf of the Executive Committee be sent to the churches in Albania. This was agreed.

A letter signed by the Moderator and the General Secretary was sent to two Orthodox congregations visited by the delegation, as follows:

Dear Brothers and Sisters in Christ,

Following the visit to Albania earlier in July of the ecumenical delegation from the World Council of Churches and the Conference of European Churches, we send you warm and loving greetings. After so many years of enforced separation, we celebrate with you the joy of the encounter beween the delegation and you and your congregations in Tirana and Gjirokaster.

The Executive Committee of the World Council of Churches, meeting in Geneva, received a statement from the delegation and affirmed the desire to form once more new and creative relationships with your churches in Albania, and to assist you in every way possible to build up and strengthen your congregations. In addition, the Executive Committee encouraged the WCC to provide humanitarian aid for the people of Albania at this time of grave economic crisis.

We want to give thanks to God for your faithful witness during so many years of suffering, to assure you of our prayers and our continuing concern for you in the months and years ahead, and to welcome you into fellowship with your Christian brothers and sisters around the world.

Yours in Christ,

Archbishop Aram Keshishian
Moderator

Emilio Castro
General Secretary

F. Dr Tolen concluded by drawing attention to a text circulated to the Executive Committee on the Gulf War and its Aftermath. The General Secretary was asked to update this and bring it to the Central Committee for information and suggested action.

Dr Tolen further proposed that Central Committee at a future meeting be given an opportunity to discuss ways by which the WCC and member churches might deal with conflict situations where there is a lack of consensus.

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Metropolitan Bartholomew (Ecumenical Patriarchate) explained that, as his Church does not participate in action on political matters, he was obliged to abstain from voting on questions relating to public issues.

REPORT OF THE STAFFING SUB-COMMITTEE

In a closed session, the Moderator invited Mr Briggs (in the absence of Dr Nababan) to present the report of the Sub-committee.

The Sub-committee recommended that the Executive Committee authorise the General Secretary to proceed with the following appointments and contract extensions, the legal obligations of the World Council of Churches to be binding only as from the actual signing by both parties of the corresponding contracts or contract extensions.

A. Appointments

The Executive Committee approved the following seconded appointments (financed by the German churches), both for four years from an agreed date:

UNIT I

Faith and Order

Ms Silke-Petra Bergjan (Germany, Reformed) as Executive Secretary;

Unit III

Programme on Ecumenical Theological Education

Dr Beate Stierle (Germany, Lutheran), as Associate Director

B. Contract Extensions

The Executive Committee approved the following contract extensions for one year:

GENERAL SECRETARIAT

Office of the General Secretary

Ms Mercy Oduyoye (Ghana, Methodist Church in Nigeria), Deputy General Secretary/Staff Moderator Unit III, from 1 September 1992 (will complete 6 years' service)

Department of Communication

Dr Rudolf Herrmann (Switzerland, Swiss Protestant Church Federation) German Translator (part-time) from 1 September 1992 (will complete 5 years' service)

Office for Income Coordination and Development

Ms Midge Béguin-Austin (USA, Christian Church [Disciples of Christ]) Director, from 16 August 1992 (will complete 13 years' service)

Central Services

Mr Huibert van Beek (Netherlands, Swiss Protestant Church Federation) Director, from 1 September 1992 (will complete 15 years' service)

UNIT II

Commission on Inter-Church Aid, Refugee and World Service

Ms Imalia Komalo (Indonesia, Indonesian Christian Church) Refugee Resettlement Officer, from 9 July 1992 (will complete 5 years' service)

Dr Ghassan Rbeiz (Lebanon, Greek Orthodox Patriarchate of Antioch and All the East [Eastern]) Area Secretary, Middle East, from 16 July 1992 (will complete 14 years' service)

Programme to Combat Racism

Rev. Robert Scott (New Zealand, Church of the Province of New Zealand [Anglican]) Programme Secretary, from 1 October 1992 (will complete 5 years' service)

UNIT III

Programme on Ecumenical Theological Education (PETE/Bossey)

Rev. Ofelia Ortega-Montoya (Cuba, Presbyterian Reformed Church in Cuba) Associate Director, from 1 September 1992 (will complete 8 years' service).

C. Information

I. Departures

It was reported that the following staff members have left, or would shortly leave, the service of the World Council of Churches on the dates indicated:

GENERAL SECRETARIAT

Office of the General Secretary

Ms Ruth Sovik (USA, Evangelical Lutheran Church in America) Deputy General Secretary/Staff Moderator, Unit II, on 30 June 1991 (completed 5.5 years' service)

Seventh Assembly Office

Rev. William Perkins (USA, Episcopal Church [Anglican]) Executive Secretary for Assembly Administration, on 31 July 1991 (will complete 12.9 years' service)

Department of Communication

Rev. Eeva Kemppi-Repo (Finland, Evangelical-Lutheran Church of Finland) Senior Press Officer, on 31 December 1991 (will complete 4 years' service)

UNIT I

Commission on World Mission and Evangelism

Mr Wai-Man Fung (Hong Kong, Hong Kong Baptist Convention) Secretary for Evangelism, on 30 November 1991 (will complete 10 years' service)

UNIT III

Youth

Ms Seong Foong Chan (Malaysia, Methodist Church in Malaysia) Associate Director, on 31 December 1991 (will complete 4 years' service).

II. Consultants

It was reported that the following consultants have been appointed by the General Secretary since the last Executive Committee meeting in February 1991:

GENERAL SECRETARIAT

US Office

Dr Donald Black (USA, Presbyterian Church [USA]) for 8 months from 1 May 1991

UNIT II

Commission on Inter-Church Aid, Refugee and World Service

Mr Miroslaw Matrenczyk (Poland, Polish Orthodox Church [Eastern]) for one year from 1 May 1991

UNIT III

Renewal and Congregational Life

Rev. Terry MacArthur (USA, United Methodist Church), Worship Consultant, from 1 July 1991.

Mr Briggs reported two further actions by the General Secretary:

Rev. Charles Harper, Acting Director of CCIA following the departure of Mr Ninan Koshy, from 1 July 1991

Dr Klaus Poser, Acting Staff Moderator of Unit II following the departure of Ms Ruth Sovik, from 1 July 1991.

8. REPORT OF THE NOMINATIONS SUB-COMMITTEE

Mr Briggs, in the absence of Dr Nababan, presented the report of the Nominations Sub-committee.

A. Membership of Staff Retirement Fund Board

According to its statutes, the Retirement Fund is managed by a Board of eight persons, four of whom are appointed by the WCC and four by the beneficiaries. Members hold office for three years and are eligible for reappointment unless or until they cease to be a member of the staff (for beneficiaries), or of the Executive Committee. The Board appoints its own moderator and officers.

It was recommended that Ms Birgitta Rantakari, Prof. Anne-Marie Aagaard and Mr John Briggs be appointed as members of the Retirement Fund Board.

It was further recommended that appreciation be expressed for the services of the retiring members of the Board: Dr Marga Bührig, Rev. Dr J. Oscar McCloud and Mr Per Voksoe.

The Executive Committee agreed.

B. Applications for Membership

Mr Briggs said that the Sub-committee had received information on the situation with regard to a number of applications for membership, and noted that arrangements need to be made for some of the churches concerned for an official visit by a representative of the governing bodies and/or staff before the application could be presented to the Executive and Central Committees for action.

He further reported that an application from the (Anglican) Diocese of Polynesia, which is part of the Church of the Province of New Zealand, had been presented to the Executive Committee in September 1990. However, the normal unit for membership in the WCC being a Province of the Anglican Communion, it was not felt appropriate to accept this application, even though it had come with the support of the Province concerned and of the Anglican Consultative Council.

There was some discussion as to the best way to respond to a request from the Province that this decision be reviewed. This Diocese has de facto autonomy because of its particular situation; if the Anglican communion were to recognise it as a province, there would be no difficulty in accepting it as a member church. Bishop Okullu and Bishop Gomez, as Anglicans, felt there were probably both political and economic reasons why this Diocese has not been recognised as a province. The General Secretary was urged to seek further clarification and to see how Rule I 3. regarding criteria for membership is applicable in this case.

9. REPORT OF THE PROGRAMME SUB-COMMITTEE

Pastora Nélida Ritchie, moderator of the Sub-committee, presented the report as follows:

A. WCC/RCC Relationships

1. An interim report on WCC/RCC relationships was shared with members of the Executive Committee, reflecting positive developments in terms of growing collaboration between WCC sub-units and Roman Catholic partners, and some concerns, particularly with regard to deterorating relations in some regions between Greek Catholic (Uniate) and Orthodox Churches.

2. The Sub-committee appreciated the sharing of information on a number of issues and recommended that the Executive Committee request staff to provide further background material from the period between Vancouver and Canberra in order to provide a basis for a future discussion in the Executive Committee.

3. It was noted that a recent meeting of the Executive Group of the Joint Working Group (JWG), held in Rome in June 1991, did some assessment of the ecumenical situation, and gave attention to the mandate, composition and functions of the JWG and its priorities for the post-Canberra period.

The JWG is understood to be an instrument for relationships and cooperation between the RCC and the WCC. It is a consultative body, not a policy-making one. Its mandate includes the following aspects:

a. to promote, monitor and coordinate relationships and cooperation between the RCC and WCC at all levels;

b. to contribute to ecumenical progress by promoting theological exchange and meetings between the WCC and the RCC to share respective reflections on issues that confront the churches in our constantly evolving world;

c. to help in assessing the ecumenical situation at regional, national and local levels, and stimulating the search for visible unity and common Christian witness;

d. to support and encourage activities that contribute to deeper ecumenical encounter between the two bodies.

In order to implement this mandate, it is proposed that membership of the JWG consist of seven persons from different regions who have pastoral, theological and ecumenical experience and expertise, plus three staff members from each side. In addition, the two partners should have freedom to invite consultants with expertise on particular items of the agenda.

The Executive Group includes the co-moderators, co-secretaries and two staff members from each side. It is responsible for the coordination of on-going cooperation between meetings of the JWG, and for preparation of its agenda and other documentation as may be required.

4. On the basis of the Sixth Report and the recommendations of both the WCC Seventh Assembly and the Pontifical Council for Promoting Christian Unity, the following priorities for this new period are proposed:

a. The Unity of the Church - Goal, Steps and ecclesiological implications:

- consideration of the Canberra statement on The Unity we Seek and its implications;

- information and reflection on developments in REOs and NCCs and in similar ecumenical bodies with RC membership;

Specific tasks would be assigned to ad hoc groups in collaboration with the Faith and Order Commission.

b. Ecumenical Formation and Education

Three representatives from each side would meet to prepare a document and present a progress report on this subject to the October 1991 meeting of the JWG.

c. Common Witness in Missionary Endeavours

Many churches are involved in a decade of mission and evangelisation, and thus in the proclamation of the message of reconciliation with God in Christ. How can this goal be pursued together? In the light of the encyclical 'Redemptoris Missio' and the Canberra Assembly, the JWG should give attention to new challenges and opportunities for mission, witness and dialogue, for example:

- the new context in Eastern and Central Europe;
- the Special Assembly for Europe of the Synod of Bishops (1991);
- the 500th anniversary of the evangelisation of the Americas (1992);
- the challenge of "sects", new religious movements, etc.

Other subjects for study and common action might include:

- towards common perspectives on social thought and action;
- protection and promotion of human rights;
- churches and Christians together towards the year 2000 (common celebration and new awareness of the ecumenical calling).

5. While giving general endorsement to the mandate and membership as mentioned under point 3, and to the functions and programmatic areas of the JWG indicated in point 4, the Sub-committee recommended that the Executive Committee request staff to prepare an up-to-date report for a future meeting of the Central Committee, taking into consideration also the ongoing discussion on WCC priorities, structure and finance.

6. The Sub-committee further requested the Executive Committee to encourage the JWG to consider factors that foster progress

or place obstacles on the way towards visible unity and common Christian witness at local, national and international levels. Especially important in this context are:

- the consideration of common ground and of the nature of relationships between the WCC and the RCC;
- the ecclesiological implications of the search for unity;
- joint efforts towards common perspectives on ethical issues, and on social thought and action.

B. Guidelines for the invitation of Roman Catholics to WCC meetings

a. It was noted that, in 1988-1989, Guidelines had been prepared for inviting Roman Catholic participants to WCC meetings (see Minutes of Executive Committee, July 1989, p.7);

b. It was further noted that a letter had been sent by the General Secretary to a number of ecumenical groups in response to comments received on this subject;

c. The Sub-committee recommended that the Executive Committee request staff to prepare an updated text of these Guidelines and to share the comments of the General Secretary with members of the Executive Committee and staff.

In response to a question, the General Secretary explained the issue: If the WCC wishes to invite a Roman Catholic to a meeting or consultation as an adviser, this intention is communicated to the Council for Promoting Christian Unity (CPCU) in Rome well in advance. If no objection is received, the invitation stands.

If the WCC wishes to invite a Roman Catholic on the basis of his or her particular expertise, that is normally acceptable and the CPCU is informed as a matter of courtesy.

If an NCC or REO that has full Roman Catholic membership appoints a representative or delegate to a WCC meeting who is a Roman Catholic, that is the decision of the appointing body.

C. World Methodist Council (WMC) meeting in Singapore

Introducing this item, the General Secretary explained that the Central Committee at its meeting in Hanover, FRG, in August 1988, had taken action to boycott Singapore as a place for ecumenical meetings, in solidarity with the Christian Conference of Asia (CCA) which had been expelled by the government at the end of 1987. The WMC, having taken this action into consideration, nevertheless decided to hold its Council meeting in Singapore in July 1991.

Bishop Vinton Anderson, a WCC President, would be attending the WMC meeting in Singapore, and WMC has asked that he be introduced as representing the WCC. Since the WCC is not in a position to send a representative, and in view of the delicacy of the situation, the General Secretary felt that this was inappropriate. He therefore wished to ask the advice of the Executive Committee on the matter.

Mr Briggs reported that the Sub-committee had discussed the matter and recommended that the Executive Committee:

1. request Bishop Vinton Anderson, who would be attending the World Methodist Council in his capacity as a Methodist Church leader, to bring greetings on behalf of the WCC, and in so doing include the following observations in suitable terms:

   a. the WCC's regret with regard to the venue chosen, and the fact that several member churches of the WMC have been unable as a consequence to attend the meeting; and

   b. the WCC's solidarity with the Christian Conference of Asia and its position in relation to the action of the government of Singapore in expelling the CCA (cf Minutes of Central Committee, Hanover, August 1988, p.40-42);

2. see that the WCC remain open to any appropriate initiative to overcome the situation created by the expulsion of the CCA from Singapore.

The Executive Committee agreed.

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The Moderator adjourned the meeting of the Executive Committee until 10 July; it met together with the Advisory Group in the period from 5-9 July.

*

Session on Wednesday 10 July 1991

The Moderator welcomed Ephorus Dr S.A.E. Nababan and Metropolitan Kirill who had arrived only in time for the meeting of the Advisory Group. He also welcomed Rev. Walter Arnold who was attending this part of the meeting as a substitute for Dr Margot Kaessmann.

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10. <u>DATES OF NEXT MEETINGS</u>

The following dates were agreed:

1992	19-23 March	Executive Committee
	18-20 August	Executive Committee
	21-28 August	Central Committee
1993	18-22 March	Executive Committee

Ms Santana said it was hoped that an invitation could be extended to the Executive Committee to meet in Latin America during 1992. This was noted, on the understanding that a final decision would be made in September when details were available.

According to usual practice, it was proposed that there be no meeting of the Central Committee in 1993, but that there be one early in 1994 and then in mid-1995, i.e. two gaps of 18 months in order to reduce to five the number of meetings between assemblies.

Mr Arnold asked whether it was wise not to plan a meeting during 1993 which will be the first year of office of the new General Secretary, and it was requested that a revised proposal be brought to the Executive Committee for decision in September.

Ms Rantakari asked whether it would not be helpful to have even a half-day meeting of the Executive Committee following a Central Committee meeting. The General Secretary pointed out that most members were not able to extend further their absence from their home country. An alternative suggestion was that the Executive Committee have lunch together on one of the last days of the Central Committee. This was agreed subject to confirmation in September.

11. PREPARATION FOR CENTRAL COMMITTEE MEETING

The General Secretary presented a draft timetable and agenda items for the September meeting. A number of changes were suggested, to be taken into account in revising the programme.

It was proposed to have a special plenary relating to 1992, to which local church people would be invited; President Aristide of Haiti had accepted an invitation to address such a meeting from the perspective of black communities of Latin America and the Caribbean region.

Dr Tolen made a plea for the inclusion of a plenary session on Africa to give opportunity for members to learn more about events and developments taking place there. He felt it important to reverse the tendency to view Africa in terms of wars, refugees and famine; so far there has been no comprehensive approach or perception of the real problems, hopes and challenges of today.

It was felt that there should be some specificity to this proposal and that such a plenary should not be focused simply in general terms. Further consultation should be done to clarify the idea.

Ms Best asked how the presentation of the report of the Advisory Group was envisaged. She urged that the Executive Committee approach this task with unanimity and not bring alternative ideas in September. Secondly, she suggested that the Central Committee be given an early opportunity to discuss the report in small groups, at which members of the Executive could serve as resource persons; this would help people to get clarity on points of uncertainty more easily than raising them in plenary. This was felt to be a helpful suggestion, and there was general agreement that it be taken into account in the planning process.

The Moderator replied that the Officers were proposing that the report be presented in plenary by one of the co-moderators of the Advisory Group; this was also agreed.

A final decision on the stance of the Executive Committee would be made in September.

Although some plenary time would be assigned to an evaluation of the Assembly, Mr Arnold urged that more time be given to this important task and in particular that opportunity be provided for discussion of the theological issues arising, which express some of the concerns of the churches in respect to the work of the Council.

The Moderator pointed out that his report and that of the General Secretary would both take up concerns emerging from Canberra, and these would also open the way for discussion. He affirmed that such an evaluation would be a major part of the programme of Central Committee.

The General Secretary saw the report of the Advisory Group as a contribution to the whole debate coming out of Canberra; he did not wish this to be seen as a report on structures but rather as a reading of the assembly in terms of the being of the Council and how to organise it. The important task is to struggle together to grasp the common vision - the unity of the church.

Metropolitan Daniel agreed that it is important to have an evaluation of the assembly but he considered it equally necessary that there be a presentation of the history and background of the World Council to ensure a better understanding of it by those members of Central Committee who are new to it.

Metropolitan Bartholomew added that there would be an inter-Orthodox meeting in Geneva in early September when there would be some assessment of Orthodox attitudes towards the WCC. He thought it probable that documents from that gathering would be shared with the Central Committee and asked that time be allowed for discussing them.

The General Secretary was asked to make the necessary adjustments to the agenda in accordance with the suggestions made.

12. REPORT OF THE FINANCE SUB-COMMITTEE

Ms Rantakari, Moderator of the Finance Sub-committee, presented the report as follows:

1. 1990 Accounts and Financial Report

The attention of the Executive Committee was drawn to the fact that 1990 was the fourth year in succession that the Council has seen a deficit in its operating results. The total shortfall in 1990 (excluding Assembly funding) was Sfr 3,136,000 as against Sfr 526,000 in 1989. This meant that total operating balances (excluding Assembly reserve) declined from Sfr 23.5 million on 1 January 1987 to Sfr 16.7 million by the end of 1990. This had a serious effect on cash flow and necessitated a sale of investments, thereby reducing investment income. Such draw down on reserves also poses serious questions about the level of the

Council's operations. Fund balances are likely to fall another Sfr 3 million in 1991, leaving the Council with about 4 months' operating costs in operating balances. Budget prospects for 1992 and beyond are grim, and new priorities must be worked out in order to address the situation.

The Sub-committee received the draft accounts for 1990 and was invited to share editorial comments and other reactions with staff. Suggestions for simplification of the format would be discussed prior to preparing the 1991 accounts. Further details on the 1990 accounts would be presented with the audited accounts for approval by the Central Committee in September.

2. Financial Recovery Programme for the WCC

Alongside the programmatic and structural reorganisation currently underway, the Sub-committee identified the following major issues to be taken into account in establishing financial equilibrium and adequate financial management in the WCC (many of which feature in the reports of the Cambridge Associates and of the Assembly Finance Committee):

A. Pre-requisites - before financial decisions can be taken:

i. Clear programme policies must be established with priorities so that, if resources are not available, low priority activities can be dropped or delayed until funding is obtained.

ii. New structures must be designed and approved to provide a sound, flexible basis for the programmes and activities agreed.

iii. Personnel levels based on current levels of income need to be established and achieved, and then be carefully controlled.

B. Income Generation - present and future

Priority must be given to the need to increase the Council's income. Recommendations were made by the Assembly which can be and are being followed up by staff. Others require consideration and action by Central Committee.

C. Expenditure Control - immediate

Effective budgetary monitoring (see D.i and D.ii below). Temporary provision needs to be made for the 1991 and 1992 budgets and until new permanent structures are in place.

D. Longer term planning (under new structures) in particular:

i. to establish clear, effective budget making procedures at governing body and staff levels: establishment of a new-style Staff Executive Group (SEG) to deal with budgetary matters in the house, and of a Budget Committee;

ii. to establish clear, effective budgetary control and monitoring procedures and mechanisms;

iii. to consider and implement long-term planning and financial equilibrium (a major concern of the Cambridge Associates);

iv. to consider plans for exchange rate equilibrium;

v. to undertake a thorough review of WCC accounting distinction between Operating and Project/Trust Funds. New management and accounting policies need to be established, as many 'projects' should be within the normal operating budgets and so under the control of normal budgetary procedures (raised by the Auditors);

vi. to consider and propose guidelines for redistributed charges: a thorough review both of services and methods of funding them is needed;

vii. to consider the WCC Communication operation: thought needs to be given especially to these functions, and how they are organised and funded.

The Sub-committee received a more detailed working document of outstanding items for action by staff and for reporting to the next meetings of the Executive and Central Committees.

The Sub-committee recommended that the Executive Committee adopt these points as a general reference framework for its first steps in financial recovery and take these specific elements into account in the preparation of the 1992 and 1993 budgets (see below).

With these points in mind, the Sub-committee recommended that a group be set up to oversee the financial recovery of the WCC and bring a report to the Central Committee in September.

It further recommended that this group include: the Finance Sub-committee Moderator, Ms Birgitta Rantakari, Prof. Anne-Marie Aagaard, Dr Walter Arnold, Very Rev. Leonid Kishkovsky, and Mr Dalip Mukarji. The group would meet with the AGS for Finance and Administration, the Comptroller and the Director of OICD along with other staff as required. It was the hope of the Sub-committee that the group would begin its work by mid-August and continue at least through 1992.

The Executive Committee agreed to these recommendations.

Father Kishkovsky presented the following recommendation on behalf of the Sub-committee:

3. Role of the Moderator of the Finance Committee

The retiring Executive Committee had agreed that the new Central Committee "consider including the Moderator of the Finance Committee in meetings of the Officers of the Council" (February 1991).

> In view of the acknowledged importance of finance to the WCC and the dangers of divorcing financial consideration from those of programme and staffing, the Sub-committee recommended that the Executive Committee take the necessary steps to have the Moderator of the Finance Committee designated officially as an Officer of the WCC and that, in the meantime, the Moderator of the Finance Committee be invited to take part in all Officers' meetings.

This evoked considerable discussion. Dr Tolen had no objection to the participation of the Sub-committee moderator in meetings of the Officers, but felt it was quite another matter to designate this person as an officer. Fr Kishkovsky responded that the Sub-committee felt the integration of discussion on finances with Programme and Staffing Sub-committee moderators is critical at this time. Since the other two Sub-committees are chaired by vice-moderators, it would seem wise to make the Moderator of the Finance Committee an officer even if there is no change in title.

It was suggested that a full discussion on this question take place in September, and that meanwhile the issue was whether or not the Finance Committee moderator should be invited to take part in Officers' meetings. This was taken as an amendment to the recommendation of the outgoing Executive Committee.

Archbishop Kirill agreed that it was a question of principle and could not be decided on in haste. He pointed out that the Officers are elected by the Central Committee and form a balanced group. He did feel however that in the present situation it was important for Ms Rantakari to be present at Officers' meetings when financial matters are under discussion, but it should not be assumed that all the agenda items would be related to finance.

Ms Best agreed, and proposed the following amendment to the amendment:

> "that the Moderator of the Finance Committee be invited to take part in all Officers' meetings and that this arrangement be evaluated at the March 1993 meeting of the Executive Committee."

The Executive Committee voted in favour of the amendment to the amendment.

Based on this action, the recommendation to bring the discussion to Central Committee regarding designation of the Moderator of the Finance Committee as an officer was postponed.

Ms Rantakari continued her presentation of the report:

> 4. 1992 Budget and 1993 Preliminary Budget Guidelines
>
> The Sub-committee agreed on the following assumptions to undergird the preparation of the 1992 and 1993 budgets which would be presented to the September meeting of the Executive and Central Committees:

a. Staff levels: The 1992 budget year would begin with not more than 297 staff as noted in the budget comparison (Appendix IV) and end on 31 December with not more than 270 staff. The 1993 budget year would be based on a level of not more than 270 staff for the entire year.

b. Cost Distribution: The number of staff, meetings and other expenses in each cluster for budgeting purposes in 1992 would be based on the reorganisation proposals coming from the Advisory Group, plus present plans in the old structure. The 1993 preliminary budget should represent, insofar as possible, more fundamental shifts in programme style and reorganization.

c Reserves: In preparing the 1992 budget, the maximum draw down on reserves to be used as a budgeted guarantee against shortfall of income is Sfr 2.52 million. This figure represents the difference between the 'ideal' budget shortfall projected with 270 staff for the entire year - which is not feasible - and the anticipated actual expenditures as projected with 1992 beginning the year with 297 staff and ending it with 270. In preparing the 1993 budget, no non-recurring income should be budgeted.

d. Undesignated Income: The 1992 and 1993 budgets would assign undesignated income on the basis of the amount projected and not as a balancing figure.

e. Matching Income and Expense: Insofar as is possible, efforts would be made to balance income and expense in each programme 'cluster'.

f. Distribution of Central Services: The 1992 budget may be prepared on the basis of current distribution of central services if an improved and uniform distribution system is not identified prior to September. The larger question of distribution of central costs would be discussed for the further refinement of the 1993 preliminary budget.

g. Consistency in Budgeting: Although the 1992 budget may still incorporate some historic variations in budget process, the 1993 budget should be based on a clear and consistent procedure which permits comparison of like activities between programmes.

h. Currency Exchange: The Sub-committee expressed concern about the somewhat optimistic level of exchange value recommended by the Investment Advisory Group (IAG) for the 1992 budget: 1 US$ = Sfr 1.60; 1 DM = Sfr 0.875. The exchange rates at present for these two major income currencies are 1 US$ = Sfr 1.565 and 1 DM = Sfr 0.863. It encouraged the IAG to indicate its rationale for these levels of exchange should they maintain this recommendation in September. For the time being, the 1992 and 1993 budgets would be prepared at the rates indicated, subject to revision by the Central Committee in September.

The Sub-Committee recommended that the Executive Committee instruct the staff to proceed with budget preparation on the basis of the foregoing and in light of the organisational and programmatic priorities being recommended to Central Committee.

The Sub-committee shared the concern of the Executive Committee as to how rapidly decisions can be made which move toward the implementation of agreed objectives so that the complete transition between old and new structures, including appropriate staffing and financial resources, can be accomplished with the least delay. The hope was expressed that 1992 can be a year of financial recovery, a year when staff training and recruiting can begin and when management systems can be put in place even though full implementation of the recovery programme would only be possible in 1993. The Sub-committee thus recommended that the Executive Committee continue to work on a constructive alternative to the present system of staff reduction by attrition so that the Council is best equipped to take up its priorities during 1992.

The Executive Committee agreed to these recommendations.

5. WCC Land Exchange Proposal

A report was shared for information regarding the negotiations underway to exchange a WCC plot of land on which no residential construction is permitted, for a plot which could eventually serve as a building site for staff housing facilities.

The report gave background information about the transaction and the previous decisions made by the Executive Committee (set out in full in the Minutes of the Executive Committee in February 1991, pp 18-20).

At the meeting of the Executive Committee in February 1991, it was reported that two options were being considered:

a. to exchange ownership of the present plot for title to the alternative plot with the right to construct housing, or

b. to sell the present plot to the Commune to generate funds for capital investment and lease property on which to build housing rather than buy it.

The Executive Committee discussed the arguments in favour and against each option and finally agreed:

a. to reaffirm the 1984 decision which authorised sale of the property provided the proceeds of that sale be for capital reinvestment in property at an appropriate time,

b. that the WCC be authorised to enter into agreements with the local government for (i) the sale of the WCC plot in Grand-Saconnex, (ii) leasing of the alternative property and (iii) securing the necessary re-zoning and the right to build housing on the alternative property for the duration of the long-term lease period.

Negotiations have proceeded. A suitable plot of land close to the WCC and plans for housing development are under consideration. There is some hesitation about exchanging a freehold (property we own) for a leasehold, but apparently in Geneva,

the State does not give freeholds, only "droits de superficie" or long-term leases. All local property is on this basis. WCC would secure the longest possible term of lease and extension, normally for 50-120 years.

Once the Council is assured that the best terms have been reached, action would need to be taken. The proposals include the exchange of the plots and also a capital sum for investment in the proposed apartment block. The complexity of the arrangement is to minimise tax liability for the Council and to enable best use to be made of housing finance concessions for Council staff members.

The existing 1984 Executive Committee resolution gives sufficient authority to proceed; this interim report requires no further action.

The Sub-committee requested the staff to prepare a report for the September meeting which also provides both historic and current rationales as to why the Council should or should not consider building. Linked to this request, the Sub-committee recommended that the Executive Committee request the Staffing Sub-committee to provide information as to the housing situation for personnel, alternatives considered, present and future expectations or recommendations.

The Executive Committee agreed.

6. WCC Property at Bossey

In continuing discussion of land as an investment, in addition to whatever direct use by staff, the Sub-committee recommended that the Executive Committee ask that a report be prepared for the March 1992 meeting as to the nature of the two Council-owned properties at Bossey, the recent history of their exploitation (primarily the Ecumenical Institute), problems and possibilities surrounding these facilities.

Specific concerns include: the historic nature of the château which has heavy running costs, and whether the surrounding land might also either provide more revenue or added staff housing facilities if appropriate.

7. Finance and Administration - Membership of Committees

A. Investment Advisory Group (IAG): Established by the Executive Committee in 1976, the current mandate of the IAG was approved by that Committee in February 1981. It is composed of between four and six persons who meet quarterly to advise the staff and the Executive Committee on the investment of WCC assets, to review portfolio performance and recommend changes, to advise on interest and foreign exchange rates (including rates to be used in budgeting), to make recommendations on other relevant investment and financial matters and to have contact with the Officers on any matters it wishes to raise with them.

The Sub-committee affirmed this group as presently constituted and recommended that the Executive Committee reappoint: Dr Thérèse Draper, Mr Julian Finn, Mr Charles Gutowski, Mr Arnold Meilland and Mr Jacques de Saussure. It reports to the Executive Committee that closer collaboration would be sought with the IAG, and consideration would be given to identifying persons on the new Central Committee with banking and financial experience who might sit with the IAG from time to time.

It also recommended that the Executive Committee express appreciation for the service of Mr Albert Keller of the Union de Banques Suisses, who has been replaced by Mr Gutowski.

B. Audit Committee: The Audit Committee was created by the Executive Committee in 1977. The Moderator was a Central Committee member, and initially there were three additional members.

Its task was to review significant WCC financial information to assure the Finance Committee that its understanding of its own financial situation was accurate and timely, to provide assurance that the Council had an effective accounting system with adequate internal controls, to oversee the audit function and to provide an adequate and independent communication link between the auditors, the staff and the WCC Executive Committee.

Present members of the Audit Committee are: Rev. Jean-Pierre Jornod (Moderator), Mr Jean-Claude Ecklin and Mr Geraint Davies. A third member is being sought and a nomination will be brought when available.

Mr Jornod having now retired, the Sub-committee recommended that the Executive Committee ask him to continue to serve as Moderator until a nomination for a new Moderator from among the membership of Central Committee can be made in September.

C. Finance Committee of the Central Committee: Nominations would be forthcoming regarding the composition of the Finance Committee. As new Central Committee members with particular skills in financial and organisational matters are identified, names should be referred to the Finance Moderator or the AGS for Finance and Administration.

The Sub-committee also discussed the style of work foreseen and recommended that the Executive Committee continue the practice that meetings of the Finance Committee of the Central Committee not be held simultaneously with other Committees so that its members can participate fully in the programme and policy development of the Council.

In acknowledging the commitment and wisdom brought to the complex financial issues of the Council over the past years, the Sub-committee recommended that the Executive Committee formally express its appreciation to the members of the Finance Committee of the former Central Committee.

Special tribute should be paid to the leadership given by the Rev. Dr J. Oscar McCloud, who served as Moderator of the WCC Finance Committee from 1981 to 1991.

Dr McCloud's unfailing commitment to the wholeness of the Council and to the need for transparency in financial support of its programmatic aims remains a challenge to the present Committee. His personal faith and pastoral concern for the staff and implementing partners in ecumenical witness around the world instilled a demand for financial integrity which continues to serve the Council well despite the economic difficulties we face together.

The Executive Committee agreed to these recommendations.

8. Items to be brought forward at future meetings:

a. Special Funding Authorisations: Since 1985, a number of programmes have been covered or contributed to by means of Special Funding Authorisations, including the International Youth Year, the NCCs' Consultation (1986), the Consultancy for Persons with Disabilities, and several world conferences and consultations including the World Convocation on Justice, Peace and the Integrity of Creation.

Details of policy issues relating to Special Funding Authorisations can be found in the Minutes of the Executive Committee of September 1990 (p.51-58) and February 1991 (p.23-24)

Currently, three events have been authorised in this extra-budgetary category, and the Sub-committee requested staff to bring to the September meeting a full description of plans, accompanied by comprehensive budgets for the 1993 Faith and Order World Meeting, the 1993 Ecumenical Global Gathering for Youth and Students and the Mid-Decade Evaluation for the Ecumenical Decade of the Churches in Solidarity with Women.

b. Overspending: The Sub-committee raised questions as to the two kinds of overspending apparent in the 1990 accounts:

a. expenses which exceed planned and authorised levels, and
b. expenses which are authorised but which precede the receipt of funds. The Sub-committee expressed concern about both circumstances, asking what procedures and accountability, and what controls and sanctions could be put in place to prevent future instances of this nature.

c. Income Development: The Sub-committee heard of the efforts being undertaken to generate new funds in the USA through substantial gifts from individuals (largely of an endowment nature), and of initiatives being made in Asia to see if a similar approach can be followed. The Sub-committee affirmed that priority must be given by all staff to a coordinated strategy for increasing the number of donors, as well as encouraging funding partners to maintain and increase their giving. Key to the success of income development efforts is the capacity of the Executive and Central Committees to agree on clear priorities in the Council's work so that a sharper image and understanding of this work can be communicated.

d. Costs of Meetings and Consultations: When discussing the costs of the Seventh Assembly, a full report on which would be presented to the September meeting, the attention of the Sub-committee was drawn to the fact that in present practice the costs of executive staff travel for participation in meetings of the governing bodies, including the assembly, is charged to their own programme budget and not to the event itself. It was noted that this automatically deflates the cost of the event, which is further deflated by excluding the costs of self-payers in such meetings. The Sub-committee requested staff to prepare a report on the total real costs of the Assembly which includes these factors, along with a discussion paper on what the most appropriate practice should be in future for all WCC meetings and consultations (staff time in preparation and attendance, etc).

The General Secretary indicated that, although this might be desirable, it could not be given high priority in view of other more urgent demands on the Finance Department staff.

e. The Assembly as a matter of style: Along with the evaluation of the Assembly to be done in September, the Sub-committee questioned whether the financial size of this event (at zero increase in real terms since the 1975 Nairobi Assembly) was appropriate or even feasible in light of the other demands on funds both in the Council and in the constituency. It was felt that the Assembly should be included in the style of work discussion affecting all Council activities in the coming period.

f. Contributions as a tangible sign of membership: In expressing concern that about one-third of the member churches do not support the Council financially, the Sub-committee requested a list of these for its September meeting as a first step in understanding the relational context of their non-support.

9. Next Meetings

a. The Sub-committee decided to hold its next meeting on 16 September and extended an invitation to the Moderators of the Programme and Staffing/Nominations Sub-committees of the Executive Committee. It recommended that the Executive Committee approve this proposal.

b. The Sub-committee expressed its appreciation for the opportunity to introduce the financial situation and some basic elements of the Council's financial management early in the deliberations of this Executive Committee. Following indications that this information was appreciated by members of the Executive Committee, the Sub-committee recommended that a similar orientation on WCC finances be provided for the Central Committee early in its September meeting. Adequate time should be given to this fundamental concern so that questions may be asked and the financial aspects of why the WCC is reorganising may be clear.

The Executive Committee agreed.

13. CLOSING ACTIONS

In view of her criticism of procedures at the Central Committee meeting in Canberra, Ms Best expressed appreciation for the good way in which this meeting of the Executive Committee had been conducted, and for the opportunity given to build community both among members of the Executive Committee and the Advisory Group and with staff.

Members of the Executive Committee expressed their agreement with this opinion.

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The Moderator registered his satisfaction at the amount of work achieved in this meeting. He underlined the importance of building community and fellowship among members of the Committee which would determine the quality of the work that could be done.

Secondly, he asked that the minutes record the appreciation of the Executive Committee for the work of the Advisory Group, and the ethos and dynamism displayed during those full days when everyone was striving to carry out the task that had been set.

After expressing thanks to those who had contributed to the smooth running of the meeting, the Moderator declared this meeting of the Executive Committee adjourned.

Dr Aaron Tolen closed with prayer, and all joined in saying the Lord's Prayer.

APPENDIX I

ATTENDANCE

Presidents:	Prof. Dr Anna Marie Aagaard	
	Bishop Vinton Anderson	
	Bishop Leslie Boseto	
	Ms Priyanka Mendis	
	His Beatitude Parthenios	
	Rev. Eunice Santana	
	Dr Aaron Tolen	
Officers:	Archbishop Aram Keshishian	(Moderator)
	Ephorus Dr Soritua Nababan	(Vice-Moderator)
	Pastora Nélida Ritchie	(Vice-Moderator)
	Rev. Dr Emilio Castro	(General Secretary)
Members:	Metr. Bartholomeos of Chalcedon	
	Ms Marion Best	
	Mr John Briggs	
	Metr. Daniel of Moldavia and Bukovina	
	Ms Beatrice Danquah	
	Ms Virginia Gcabashe	
	Rt Rev. Drexel Gomez	
	Rev. Dr Margot Kaessmann	
	Metr. Kirill of Smolensk	
	Very Rev. Leonid Kishkovsky	
	Ms Maryssa Mapanao	
	Rt Rev. Dr J. Henry Okullu	
	Ms Birgitta Rantakari	
	Bishop Zacharias Mar Theophilos	
Alternate:	OKR Walter Arnold (for Dr Kaessmann on 10 July)	
Guests:	Mr Jean Fischer	
	Great Protopresbyter Dr Georges Tsetsis	
Staff:	Rev. Dr S. Wesley Ariarajah	
	Mr Huibert van Beek	
	Mr Pierre Beffa	
	Ms Midge Béguin-Austin	
	Ms Victoria Berry	
	Rev. Donald Black	
	Prof. Ion Bria	
	Mr Peter Brock	
	Rev. Michael Davies	
	Mr Rob van Drimmelen	
	Rev. Christopher Duraisingh	
	Rev. Dr Günther Gassmann	
	Ms Aruna Gnanadason	
	Rev. Wesley Granberg-Michaelson	
	Rev. Charles Harper	
	Mr Sam Isaac	
	Dr Dan Kaseje	

Mr Jan H. Kok
Mr Michel Monjol
Mr Costandi Mustaklem
Rev. Jacques Nicole
Ms Mercy Amba Oduyoye
Mr Oh Jae Shik
Rev. Ofelia Ortega
Rev. Clifford Payne
Mr Hugh Pettingell
Rev. N. Barney Pityana
Dr Klaus Poser
Mr David Pozzi-Johnson
Mr Günter Rath
Ms Margaret Reid
Prof. Todor Sabev
Ms Elizabeth Salter
Ms Jean Schmidt
Rev. Robert Scott
Dr Erlinda Senturias
Rev. Carlos Sintado
Ms Jean Stromberg

Interpreters: Mr Vasily Makhnev
Ms Madeleine Richter

Minute Writer: Ms Rosemary Green

Administration: Ms Nan Braunschweiger

Apologies

President: His Holiness Pope Shenouda

Member: Bishop Melvin Talbert

APPENDIX II

MEMBERSHIP OF SUB-COMMITTEES

Sub-committee on Programme

Rev. Nélida Ritchie	- Moderator
Metr. Bartholomeos of Chalcedon	
Ms Marion Best	
Bishop Leslie Boseto	
Metr. Daniel of Moldavia	
Ms Béatrice Danquah	
Ms Priyanka Mendis	
H.H. Pope Shenouda	(absent)
Dr Aaron Tolen	
Bishop Zacharias Mar Theophilos	

Sub-committee on Staffing and Nominations

Ephorus Dr Soritua Nababan	- Moderator
Mr John Briggs	
Ms Virginia Gcabashe	
Bishop Drexel Gomez	
Dr Margot Kaessmann	
Metropolitan Kirill of Smolensk	(absent)
His Beatitude Parthenios	

Sub-committee on Finance

Ms Birgitta Rantakari	- Moderator
Prof. Anne-Marie Aagaard	
Bishop Vinton Anderson	
Very Rev. Leonid Kishkovsky	
Ms Maryssa Mapanao	
Bishop Henry Okullu	
Rev. Eunice Santana	
Bishop Melvin Talbert	(absent)

1991 BUDGET

Approved by Executive Committee
February 1991

Budget Entity	% age of original budget	Total Expenses Budget	Internal Recoveries & Transfers	Net Expenses Budget	Income	Surplus (Shortfall)	Allocation Undesignate Income	Balance available one 3rd * or full
		---	---	---	---	---	---	
Gen Sec	87%	1,912,298		1,912,298	3,000	0	1,909,298	
U S Office	75%	545,850	494,758	51,091	66,150	15,059		-11,000
O I C D	100%	541,785	549,000	-7,215	45,989	53,204		
Gov bod	121%	791,115	786,000	5,115	0	-5,115		
Library	94%	728,328	642,000	86,328	120,171	33,843		
Conference	95%	131,069	126,000	5,069	24,817	19,747		
Travel	95%	103,783	99,000	4,783		-4,783		
E S R	82%	287,440	151,366	136,074	24,772	-111,302		86,600
Total Gen Sec	92%	5,041,668	2,848,124	2,193,544	284,899	653	1,909,298	
Faith & Order	95%	1,246,789	0	1,246,789	418,069	0	828,720	
C W M E	88%	2,309,940	147,000	2,162,940	2,033,004	-129,936		198,325
Dialogue	87%	993,257	0	993,257	343,043	0	650,214	
Church & Society	85%	681,590	0	681,590	325,545	0	356,045	
Unit I General		0	0	0	2,100	0	-2,100	
Total Unit I	89%	5,231,576	147,000	5,084,576	3,121,761	-129,936	1,832,880	

C I C A R W S	86%	9,426,292	3,381,840	6,044,451	5,715,962	-328,489		328,489
H R R O L L A	86%	368,237	93,987	274,250	274,250	0		
Unit II S P		0	-6,704,796	6,704,796	5,804,306	-900,490		325,646
J P I C	82%	347,763	0	347,763	433,912	86,149		
C C I A	84%	1,580,283	1,006,057	574,226	574,226	0		
P C R	88%	1,675,126	1,048,037	627,089	627,089	0		
C C P D	88%	2,202,449	1,873,785	328,663	275,357	-53,306		53,306
C M C	86%	2,333,361	329,769	2,003,592	1,934,206	-69,386		72,490
Total Unit II	86%	17,933,510	1,028,680	16,904,830	15,639,308	-1,265,522	0	
Renewal	80%	700,119	122,700	577,419	336,027	0	241,392	
Youth	86%	842,111	136,928	705,183	263,655	47,700	489,228	
Women	80%	960,479	0	960,479	897,323	-63,156		208,333
Education	87%	2,863,338	1,282,972	1,580,366	1,571,538	-8,828		49,841
P T E	88%	1,816,466	0	1,816,466	1,354,402	-462,064		601,215
Bossey	101%	2,403,288		2,403,288	2,174,543	44,055	272,800	
Unit III General	100%	11,750	-1,542,600	1,554,350	1,554,350	0		
Total Unit III	89%	9,597,552	0	9,597,552	8,151,838	-442,293	1,003,420	
Communication	89%	7,596,596	5,199,000	2,397,596	1,261,500	289,556	1,425,651	-254,927
Finance	94%	2,397,185	1,656,665	740,520	598,919	-141,601		455,148
E D P	86%	975,178	940,253	34,925	30,000	-4,925		
Central Services	100%	4,296,928	2,305,061	1,991,867	1,495,866	-496,001		801,777
Personnel	95%	811,993	704,700	107,293		-107,293		82,558
Undesignated Income					5,928,132 **			711,368
Overrecoveries		-452,166		-452,166				
		53,430,020	14,829,483	38,600,536	36,512,223	-2,297,363	6,171,249	
					2,088,314			

** This figure is made up of Sfr 5,778,132 income plus 110,000 interest plus Sfr 40,000

APPENDIX IV

COMPARISON OF INCOME AND EXPENDITURE

	1990 / Actual	
Salaries & related costs		27098
Income		
Undesignated	5853	
Designated	24368	
Sundry (incl. transfers from projects, recoveries)	8832	39053
Income less salaries		11955
Less Governing Bodies	751	
Assembly	293	1044
Available for other costs		10911
Other costs		14187
Shortfall		3276

RESULTS AND BUDGETS 1990-1992 (Sfr 000.)

1991 / Budget		1992 / based on 181 support staff 116 executive staff		1992 / "Ideal" 160 support staff 110 executive staff	
	28029		29220		26700
6337		6316		6316	
23485		24495		24495	
9900	39722	9002	39813	9002	39813
	11693		10593		13113
694		786		786	
310	1004	400	1186	400	1186
	10689		9407		11927
	12240		12721		12721
	1551		3314		794